

DD/A Registry
File *Personnel*

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22 OCT 1979

MEMORANDUM FOR: Director of Central Intelligence

FROM: Clifford B. May, Jr.
Associate Deputy Director for Administration

SUBJECT: Personnel Management

REFERENCE: Memo for DD/A and D/Pers from DCI dated
16 October 1979; Same Subject

1. Attached is the Office of Personnel response to employee concerns expressed in the 1976 survey and which you cited in paragraph 3 of referenced memorandum. I think it is quite clear that actions taken since 1976 would find us measuring up quite well against those concerns. There are some areas against which more work is required and we are actively pursuing them.

2. We are pleased with your expression of satisfaction with the overall amount of progress we are making with respect to personnel management.

[Redacted Signature Box]

Clifford B. May, Jr.

STAT

Attachment

EO/DDA; [Redacted]; se; 22Oct79

Distribution:

Orig - DCI w/att

1 - DDCI w/att

1 - HR w/att

1 - DDA - *Subject*

1 - D/Pers Chrono

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OP/P&C/PMS/[Redacted] cn (18Oct79)

Rewritten; 22Oct79

ADDENDUM

Employee concerns as revealed in the 1976 opinion survey:

a. Adequacy of programs for career development

Each Directorate was provided a specific analysis of the attitudes of careerists in each of their areas and this subject was highlighted as one deserving their special attention. We understand that they have advertised to their employees that "developmental profiles" (describes what is generally required for career progress in a particular occupational or functional area) are available for inspection. Also, each Directorate has prepared a handbook for employees offering information on career matters and describing internal policies and procedures of their personnel programs.

Two major developments have occurred in the interim affecting career planning for Agency employees:

- (1) Secretarial/clerical panels have been instituted in each of the Career Services providing more systematic monitoring and control of clerical promotions and assignments.
- (2) Overseas tours of duty have been made much more flexible permitting management to better mesh tours into the career development process.

With respect to the immediate future, the use of the Advance Work Plan (AWP) should foster more awareness of career issues since it encourages continuing dialogue between employees and supervisors.

b. Adequacy in fairness of personnel evaluation and promotion procedures

This has been another area where the Directorates were informed of the need to strengthen their programs. As noted above, the secretarial/clerical work force has been incorporated into the panel system which has added much uniformity to their promotion and placement procedures. Panels for this category of employees were not in operation in all components prior to the 1976 survey.

Special emphasis has been given to the development of uniformity in Agency promotion and comparative evaluation policies for all employees and grade groups. Action toward identifying more reliable criteria for use in the selection of employees for promotion will continue particularly with regard to the Agency's response to requirements levied by the EEOC Selection Guidelines. The NAPA Project Group also is studying the Career Services' panel systems and is currently preparing its recommendations for consideration by the DDCI.

c. Need for information concerning grievance procedures and employee rights

Much has occurred on this subject since the 1976 survey. The regulations have been revised and expanded twice to provide a more systematized and responsive management program for adjudicating employee grievances. Career Service handbooks now reflect their internal procedures for handling grievances and employees have the opportunity to be better informed on the subject.

d. Opportunity for rotation among and within Directorates

STAT The compartmentation that previously characterized Agency component relations has given way to an increased emphasis on a "one-Agency" concept. Managers are becoming more willing to consider employee transfers into their offices and branches. Opportunity for rotation among and within Directorates has continued to grow. For example, the Annual Personnel Plan reflects over [] employees were on rotational assignments outside their own Career Service in FY 78. Raw computer data for FY 79 (APP's are not yet completed) show [] employees on such assignments. In FY 78 some [] employees were on rotational assignment outside their own Subgroup but within their Career Service; in FY 79 the records reflect [] persons in this status. S S S

STAT The increase in Agency-wide Position Vacancy Notices also reflects a change in this attitude. In FY 77, [] positions were advertised Agency-wide; in FY 78 there were [] and in FY 79 the numbers increased to []. This is significant evidence of supervisors' willingness towards accepting candidates who come from outside their own components. S S

STAT Another indication of employee movement is the APP report of "Gains" by the Career Services. This data reflects permanent transfers of personnel and does not include rotational statistics. In FY 78 the report shows [] employees changed Career Services. There were [] who changed Career Subgroup, but remained within the major Career Service. S

A statistic of related interest in this area of employee movement is the APP report that 34.9% of the professional input to the Agency in FY 78 was by internal conversions of clerical and technical employees.

The FY 79 statistics for the above data are now being compiled in the FY 80 APP.

e. Confusion concerning circumstances and procedures of separation

It is accurate to say that Agency policy on this subject has remained somewhat unclear in the minds of both managers and employees. The NAPA Report references problems in this area. The Project Group evaluating the NAPA recommendations has drafted a proposal designed to clarify the subject which is to be considered by the DDCI in the overall NAPA Project Group recommendations.